Parks Canada Parcs Canada

PARKS CANADA AGENCY

2010–2011 Estimates

A Report on Plans and Priorities

Canada

THE

PARKS CANADA

CHARTER

OUR MANDATE

On behalf of the people of Canada, we protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.

OUR ROLE

We are guardians of the national parks, the national historic sites and the national marine conservation areas of Canada.

We are guides to visitors from around the world, opening doors to places of discovery and learning, reflection and recreation.

We are partners, building on the rich traditions of our Aboriginal people, the strength of our diverse cultures and our commitments to the international community.

We are storytellers, recounting the history of our land and our people — the stories of Canada.

OUR COMMITMENTS

To protect, as a first priority, the natural and cultural heritage of our special places and ensure that they remain healthy and whole.

To present the beauty and significance of our natural world and to chronicle the human determination and ingenuity which have shaped our nation.

To celebrate the legacy of visionary Canadians whose passion and knowledge have inspired the character and values of our country.

To serve Canadians, working together to achieve excellence guided by values of competence, respect and fairness.

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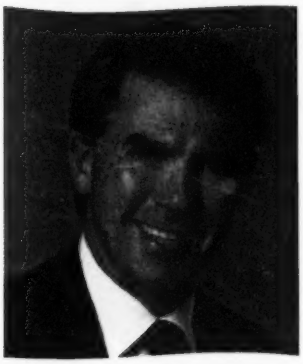
Minister's Message



Canadians live in a country full of opportunities. As Minister responsible for Parks Canada, I am particularly proud of the opportunities we have to ensure that our generation can leave our children a legacy of indispensable benefits of iconic wildlife, fascinating historic places, and clean water. The year 2010, in addition to being the International Year of Biodiversity, marks the 125th anniversary of the creation of Canada's first national park and the world's third protected area, and next year, Parks Canada will celebrate its 100th anniversary. These celebrations bring greater attention to the importance of protecting biodiversity around the world.

Parks Canada is at work across the country-wide network of national parks, national historic sites and national marine conservation areas to provide world-class conservation as well as opportunities for Canadians to learn about and have extraordinary experiences of discovery at these national treasures. This is the future we foresee, and to achieve it, we rely on science, long-term vision, dedicated employees and partners.

In fact, we have already started putting measures in place to ensure the success our planned actions. For example, we have plans to enhance the protection of heritage areas in places like Mealy Mountains, Lancaster Sound and Gwaii Haanas.

We are currently conducting feasibility studies, consultations and negotiations in exceptional places across Canada. We have put in place measures to track the health of our national parks, with an ultimate goal of helping wildlife populations to recover, and protecting and restoring coastlines and improving waterways. We are working at connecting Canadians to their wilderness and heritage places. We are encouraging more people to rediscover their nature and their history.

Finally, we will build on our strong partnerships with Aboriginal peoples, other levels of government, the private sector, non-governmental organizations, environmental groups and concerned citizens. I recently had the chance to share thoughts with several stakeholders representing the broad spectrum of Canadian society at the Fifth Minister's Round Table on Parks Canada, in Toronto. Parks Canada's priorities and planned activities identified in this Corporate Plan reflect those discussions.

While our wild areas are allies in the race against climate change, our protected natural and historic heritage places are fundamental elements of Canada's tourism industry and economic generators. We have a true gem in our hands and it is our mission to pass it on to future generations. We have a responsibility to take action. I hope that the actions we are taking today will also serve to inspire our children – the leaders of tomorrow – to get involved in the preservation and presentation of Canada's history and natural treasures.

We are making a difference. We are working together to create the landscape of possibilities for our future generations.

Paper copy signed by

The Honourable Jim Prentice, P.C., Q.C., M.P.
Minister of the Environment and Minister responsible for Parks Canada Agency

Chief Executive Officer's Message

This Corporate Plan is very special because it marks the celebration of more than one century of heritage conservation leadership in the world and 125 years of national parks. Every year, as I reflect on the challenges and opportunities ahead to set goals for the Agency, I reflect on how far we have come since the last Corporate Plan. For this special issue, I take stock of how far we've progressed since the establishment of Banff National Park 125 years ago, and the creation of what would become Parks Canada 100 years ago.

We have come a long way since the establishment of Banff National Park, where for decades, the Stoney First Nation was excluded from the park's boundaries. Today, no park establishment would be conceivable without the support, collaboration and involvement of Aboriginal peoples. In fact, it is Aboriginal peoples themselves who are the driving force behind the creation of many of the protected spaces, including Nahanni National Park Reserve and Saoyú and Æehdacho National Historic Site.

We have seen a similar evolution since the creation of the first national park service in the world, created in 1911 to provide opportunities for Canadians to enjoy the rich, diverse, and vast wild spaces that make our country so unique. Although our core raison-d'être has not changed, we have grown to include historic places in our stewardship role. Canada's natural and historic places are both unique and irreplaceable, and they are both equally vital in helping future generations understand their roots as they plan their future.

The model of Parks Canada has evolved since it's creation from a time when we believed we could do everything ourselves. Parks Canada has had consistently through its history passionate Canadians as employees and today, Parks Canada also has passionate Canadians who partner with us in all of our programs and activities.

Both the 125th anniversary of Banff National Park and the celebration of the 100th anniversary of Parks Canada will be an opportunity to recognize the great Canadians who had the foresight to provide a great gift to future generations and led our nation in building the national dream of having Canada's nature protected and celebrated. Today, almost one hundred years after its creation, Parks Canada's network of national parks, national historic sites and national marine conservation areas has become symbolic of our national identity and is recognized internationally as the greatest among the great.

On the eve of these celebrations, I take the opportunity to underline the expertise, the passion and the team spirit shared by all Parks Canada employees. With this strong team, and with the invaluable help of our partners and stakeholders, the Parks Canada Agency is better equipped than ever to care for Canada's national parks, national historic sites and national marine conservation areas in ways that ensure their presence into the future for our children and grandchildren to enjoy.

Paper copy signed by

Alan Latourelle
Chief Executive Officer
Parks Canada Agency

Section I – Parks Canada Agency Overview

Raison d'Être

The mandate of the Parks Canada Agency is presented in the *Parks Canada Agency Act*:

On behalf of the people of Canada, we protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.

The Agency's vision is as follows:

Canada's treasured and historic places will be a living legacy, connecting hearts and minds to a stronger, deeper understanding of the very essence of Canada.

Parks Canada, which was established as a separate Government of Canada Agency in 1998, is responsible for implementing the following legislation:

- the *Parks Canada Agency Act;*
- the *Canada National Parks Act;*
- the *Canada National Marine Conservation Areas Act;*
- the *Historic Sites and Monuments Act;*
- the *Heritage Railway Stations Protection Act;*
- the *Historic Canal Regulations* pursuant to the *Department of Transport Act;*
- the *Heritage Lighthouse Protection Act;* and
- the *Species at Risk Act.*

Parks Canada's Chief Executive Officer reports directly to the Minister of the Environment.

Responsibilities

Parks Canada manages national parks, national historic sites and national marine conservation areas on behalf of Canadians. Parks Canada is a proud steward of these heritage places and protects and presents them for the benefit and enjoyment of Canadians while ensuring that they remain unimpaired for present and future generations.

National parks and national marine conservation areas are representative examples of Canada's terrestrial and marine regions. They offer to Canadians a variety of recreational activities and learning experiences as well as a unique opportunity to personally connect with these heritage places.

Each national historic site tells its own story and contributes to our understanding of Canada as a whole. They are special places where visitors can learn about the persons and events that shaped Canada as we know it today and where they can experience Canada's history. Parks Canada strives to ensure the system of national historic sites—comprised of places, persons and events of national historic significance—fully reflects the country's rich history. The system is developed in collaboration with Canadians to define important aspects of Canada's history.

In some cases, Parks Canada's heritage activities are focused on formal designations by the Government of Canada and, where mandated, providing support for the conservation and presentation of designated heritage properties that are managed by others. These include many national historic sites, heritage railway stations, heritage lighthouses, federal heritage buildings, archaeological sites, the gravesites of Canadian Prime Ministers and Canadian heritage rivers.

Parks Canada plays a national leadership role with regard to the conservation of historic places in Canada. In collaboration with provincial and territorial governments, Parks Canada develops and maintains conservation tools such as the Canadian Register of Historic Places and the *Standards and Guidelines for the Conservation of Historic Places in Canada*, to enable Canadians to learn about, value, enjoy and conserve our country's historic places.

Parks Canada also shows leadership in the conservation of built heritage through the National Historic Sites of Canada Cost-Sharing Program, a contribution program for non-federally-owned national historic sites that provides funding to eligible recipients to assist them in carrying out activities aimed at ensuring the commemorative integrity—the health and wholeness—of these national treasures. The renewed Cost-Sharing Program was launched in May 2009.

Parks Canada also contributes to international heritage conservation through its leadership and participation in international conventions, programs, and agreements, notably the World Heritage Convention. To better support its international efforts, Parks Canada has created an International Programs Branch to serve as a focal point for its international activities.

There are approximately 22 million person-visits annually to the heritage places administered by Parks Canada. Agency expenditures support over 31,000 jobs in the Canadian economy, including employment in many communities across the country directly associated with a national park, national marine conservation area or national historic site.

Parks Canada's long-term goal is to establish at least one national park and one national marine conservation area in each of Canada's terrestrial and marine regions. The system of national parks, presented in Figure 1, represents Canada's terrestrial regions. As of March 31, 2009, there are 42 national parks representing 28 of Canada's 39 terrestrial regions, making the system over 70 percent complete and protecting over 300,000 square kilometres of Canada's lands.

The system of national historic sites represents places, persons and events of national historic significance. The long-term goal is for the system to represent the breadth and diversity of Canadian history. As of October 2009, Canada's system of national historic sites (including historic canals) consists of 949 places of national historic significance. Of these, 167 are administered directly by Parks Canada, as displayed in Figure 2. The system also includes 633 national historic persons and 407 national historic events.

The system of national marine conservation areas, as shown in Figure 3, represents Canada's marine regions spanning its three oceans and the Great Lakes. This system is in the early development stages. Including the recently established Lake Superior National Marine Conservation Area, three of Canada's 29 marine regions are represented making the system 10 percent complete.

More information on Parks Canada's mandate and responsibilities is available on its website at www.pc.gc.ca

FIGURE 1: THE SYSTEM OF NATIONAL PARKS OF CANADA

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FIGURE 2: NATIONAL HISTORIC SITES OF CANADA ADMINISTERED BY PARKS CANADA

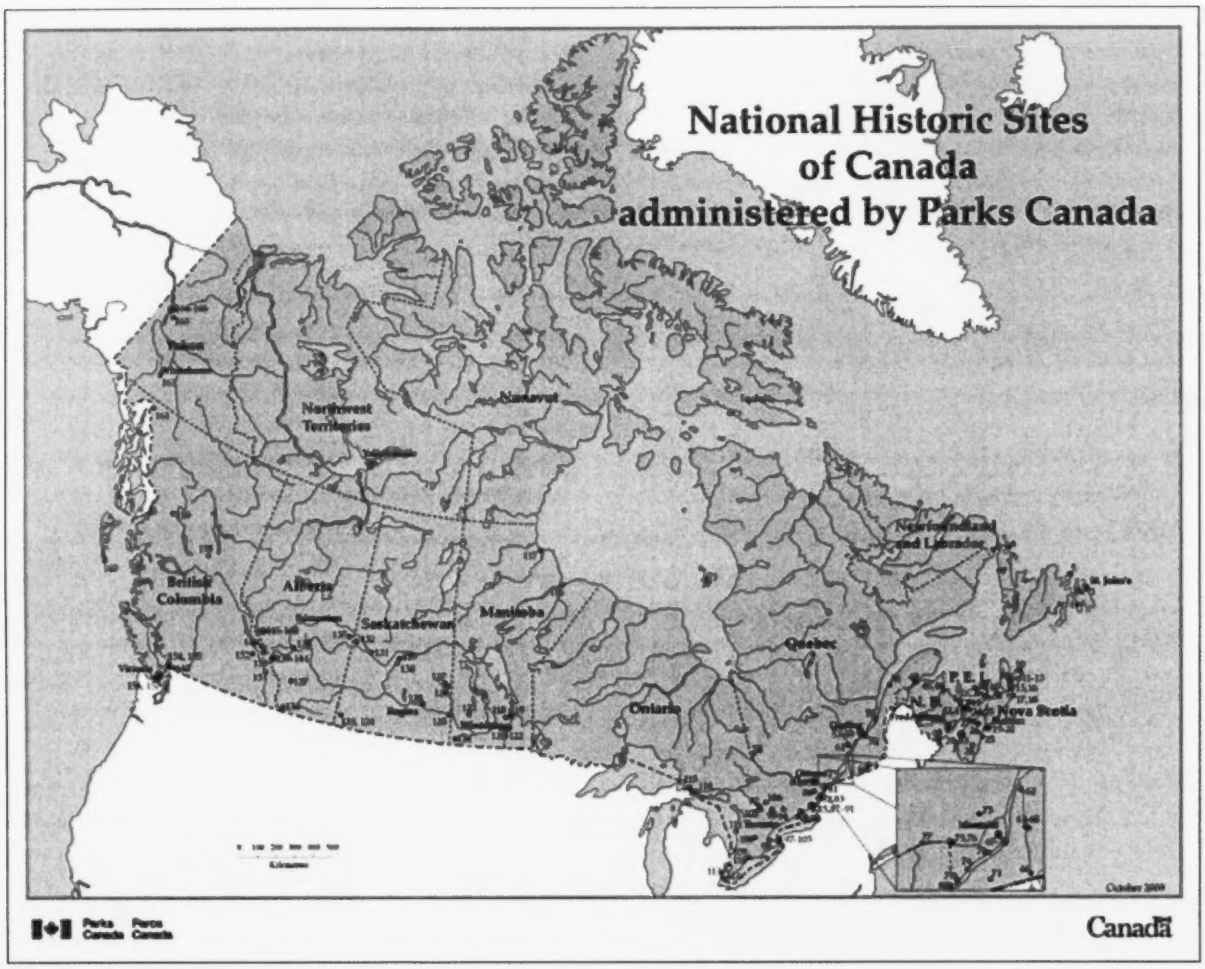

FIGURE 2: NATIONAL HISTORIC SITES OF CANADA ADMINISTERED BY PARKS CANADA *(cont'd)*

Newfoundland and Labrador

1. Cape Spear Lighthouse
2. Signal Hill
3. Hawthorne Cottage
4. Castle Hill
5. Ryan Premises
6. L'Anse aux Meadows
7. Port au Choix
8. Red Bay
9. Hopedale Mission

Nova Scotia

10. Marconi
11. Fortress of Louisbourg
12. Wolfe's Landing[1]
13. Royal Battery[1]
14. Alexander Graham Bell
15. St. Peters Canal
16. St. Peters
17. Grassy Island Fort
18. Canso Islands
19. Fort McNab
20. Georges Island
21. Halifax Citadel
22. Prince of Wales Tower
23. York Redoubt
24. D'Anville's Encampment[1]
25. Fort Sainte Marie de Grace[1]
26. Fort Edward
27. Grand-Pré
28. Kejimkujik
29. Fort Anne
30. Charles Fort
31. Port-Royal
32. Melanson Settlement
33. Bloody Creek[1]
34. Fort Lawrence
35. Beaubassin

Prince Edward Island

36. Port-la-Joye–Fort Amherst
37. Ardgowan
38. Province House
39. Dalvay-by-the-Sea
40. L.M. Montgomery's Cavendish

New Brunswick

41. Fort Gaspareaux
42. Fort Beauséjour – Fort Cumberland
43. La Coupe Dry Dock
44. Monument-Lefebvre
45. Boishébert
46. Beaubears Island Shipbuilding
47. Carleton Martello Tower
48. St. Andrews Blockhouse

Quebec

49. Battle of the Restigouche
50. Pointe-au-Père Lighthouse
51. Grosse Île and the Irish Memorial
52. Lévis Forts
53. 57-63 St. Louis Street[2]
54. Saint-Louis Forts and Châteaux
55. Cartier-Brébeuf
56. Fortifications of Québec
57. Maillou House
58. Québec Garrison Club
59. Montmorency Park
60. Louis S. St. Laurent
61. Forges du Saint-Maurice
62. Saint-Ours Canal
63. Chambly Canal
64. Fort Chambly
65. Fort Ste. Thérèse
66. Fort Lennox
67. The Fur Trade at Lachine
68. Lachine Canal
69. Louis-Joseph Papineau
70. Sir George-Étienne Cartier
71. Battle of the Châteauguay
72. Sainte -Anne -de -Bellevue Canal
73. Sir Wilfrid Laurier
74. Coteau-du-Lac
75. Carillon Barracks
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77. Manoir Papineau
78. Fort Témiscamingue

Ontario

79. Glengarry Cairn
80. Sir John Johnson House
81. Inverarden House
82. Battle of the Windmill
83. Fort Wellington
84. Laurier House
85. Rideau Canal
86. Merrickville Blockhouse
87. Bellevue House
88. Murney Tower
89. Kingston Fortifications
90. Shoal Tower
91. Fort Henry
92. Trent–Severn Waterway
93. Carrying Place of the Bay of Quinte
94. Peterborough Lift Lock
95. Mnjikaning Fish Weirs
96. HMCS Haida
97. Navy Island
98. Queenston Heights
99. Butler's Barracks

Ontario (...continued)

100. Fort George
101. Fort Mississauga
102. Mississauga Point Lighthouse
103. Battlefield of Fort George
104. Battle of Cook's Mills[1]
105. Ridgeway Battlefield[1]
106. Bethune Memorial House
107. Saint-Louis Mission
108. Woodside
109. Battle Hill[1]
110. Southwold Earthworks
111. Point Clark Lighthouse
112. Fort Malden
113. Bois Blanc Island Lighthouse and Blockhouse
114. Fort St. Joseph
115. Sault Ste. Marie Canal

Manitoba

116. York Factory
117. Prince of Wales Fort
118. Lower Fort Garry
119. St. Andrew's Rectory
120. The Forks
121. Riel House
122. Forts Rouge, Garry and Gibraltar[1]
123. Riding Mountain Park East Gate Registration Complex
124. Linear Mounds

Saskatchewan

125. Fort Espérance
126. Fort Pelly
127. Fort Livingstone
128. Motherwell Homestead
129. Batoche
130. Battle of Tourond's Coulee / Fish Creek
131. Fort Battleford
132. Frenchman Butte
133. Fort Walsh
134. Cypress Hills Massacre

Alberta

135. Frog Lake
136. First Oil Well in Western Canada
137. Bar U Ranch
138. Rocky Mountain House
139. Skoki Ski Lodge
140. Cave and Basin
141. Howse Pass
142. Banff Park Museum
143. Abbot Pass Refuge Cabin
144. Sulphur Mountain Cosmic Ray Station

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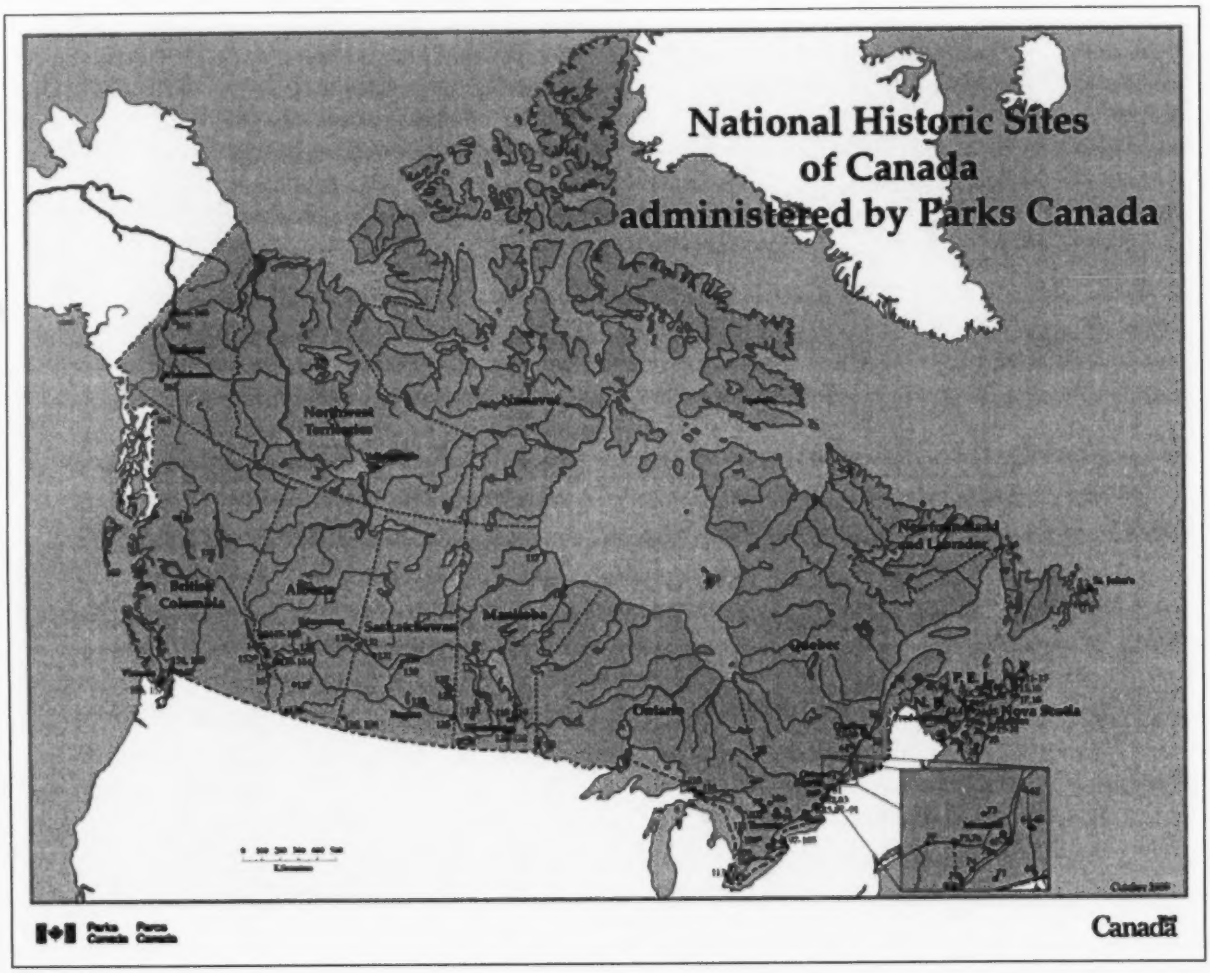

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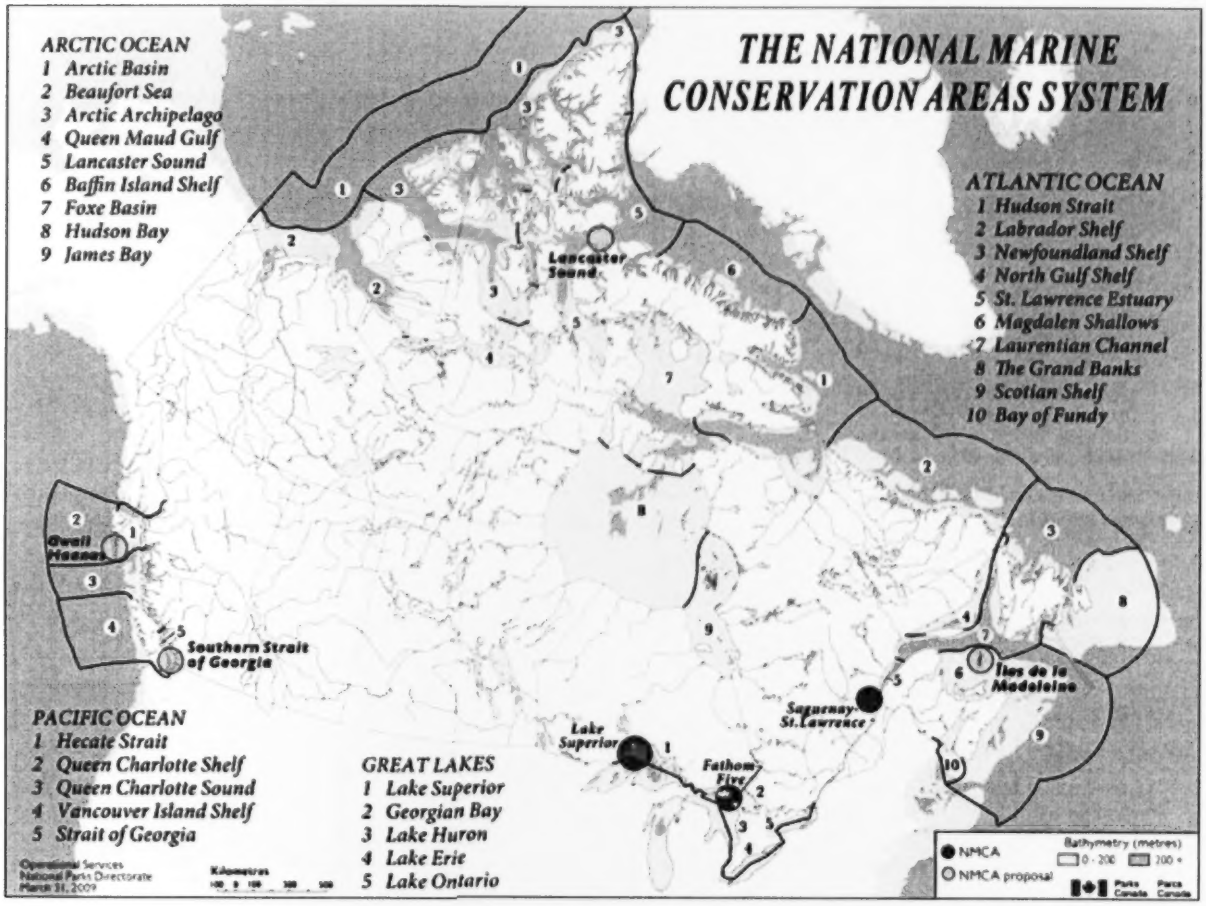
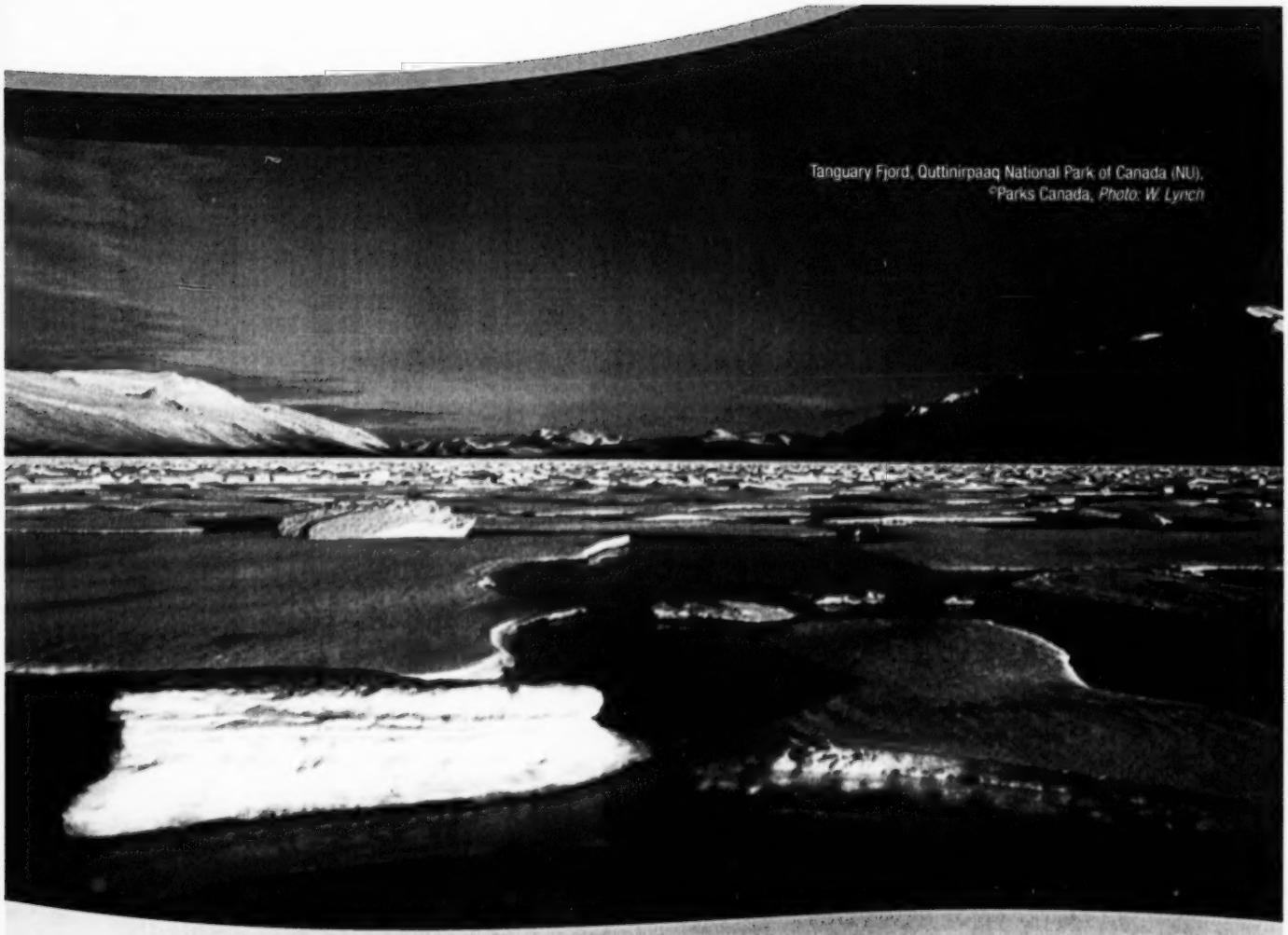
FIGURE 3: THE SYSTEM OF NATIONAL MARINE CONSERVATION AREAS OF CANADA





Tanquary Fjord, Quttinirpaaq National Park of Canada (NU).
©Parks Canada, *Photo: W. Lynch*

Strategic Outcome and Program Activity Architecture

Figure 4, on the following page, presents Parks Canada's Strategic Outcome and Program Activity Architecture (PAA). Revisions from the previous year include minor changes to two titles at the sub activity level: *Outreach Education and External Communications* was renamed *Public Outreach Education and External Communications* under *Public Appreciation and Understanding*, while *Marketing and Promotion* was renamed *Market Research and Promotion* under *Visitor Experience*.

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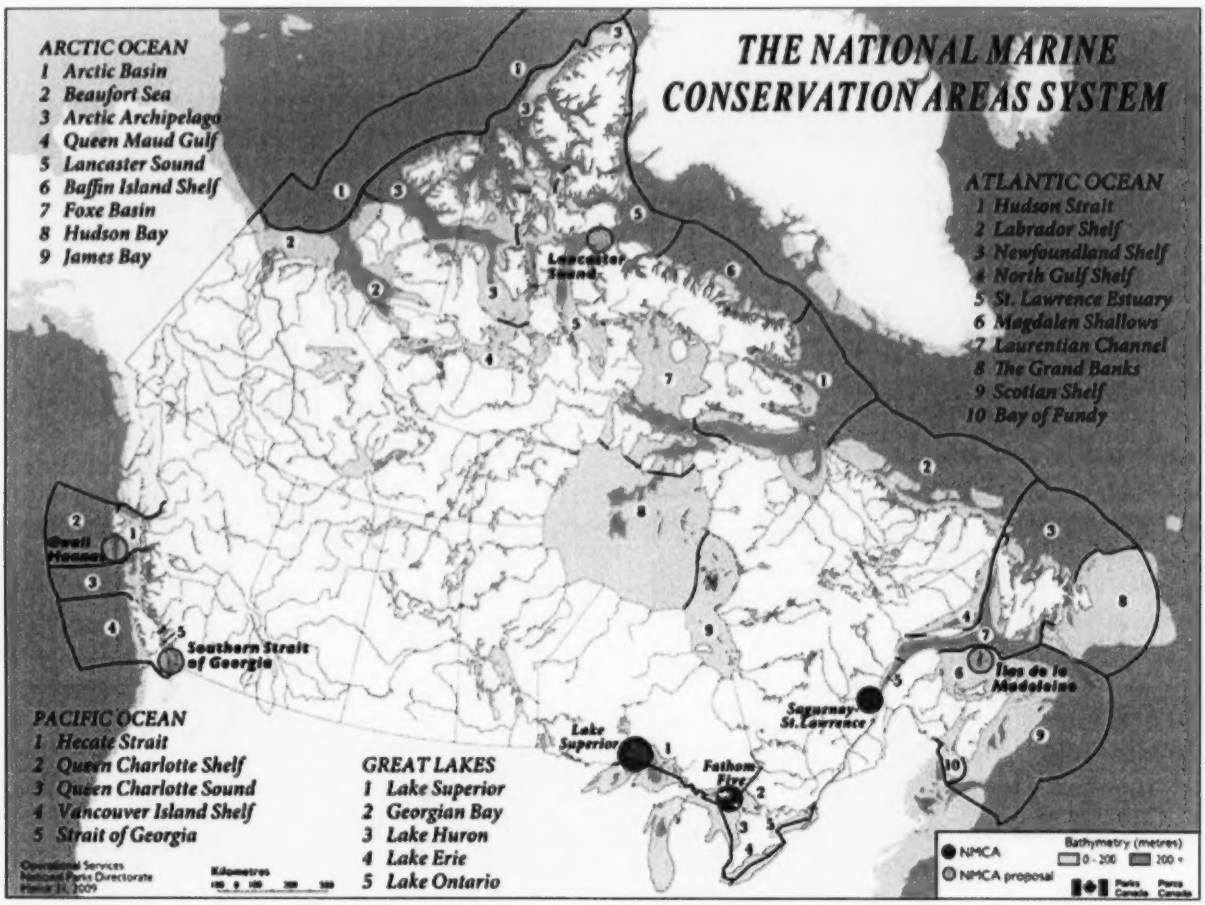

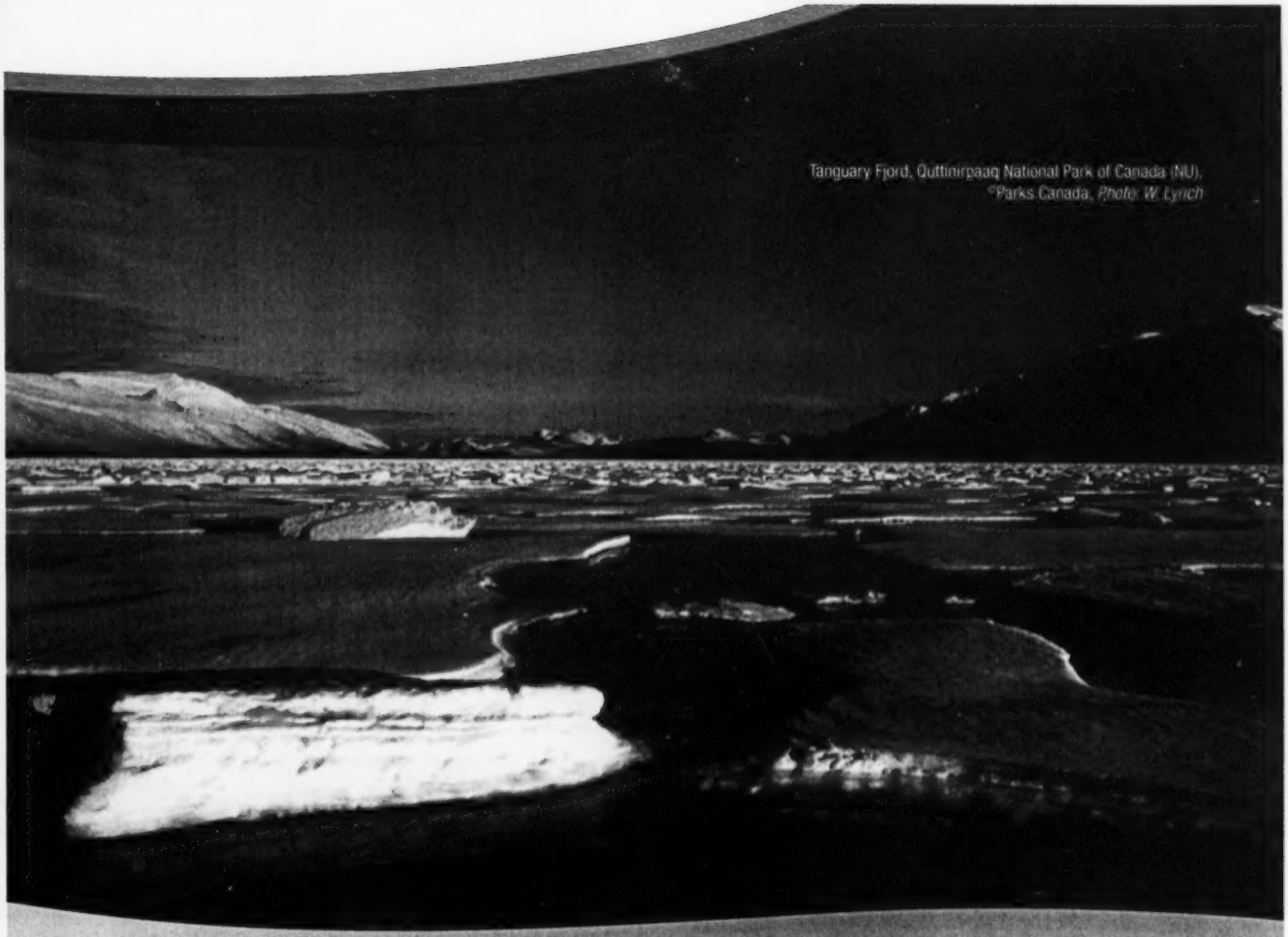

Tanguary Fjord, Quttinirpaaq National Park of Canada (NU).
©Parks Canada, *Photo: W. Lynch*

Strategic Outcome and Program Activity Architecture

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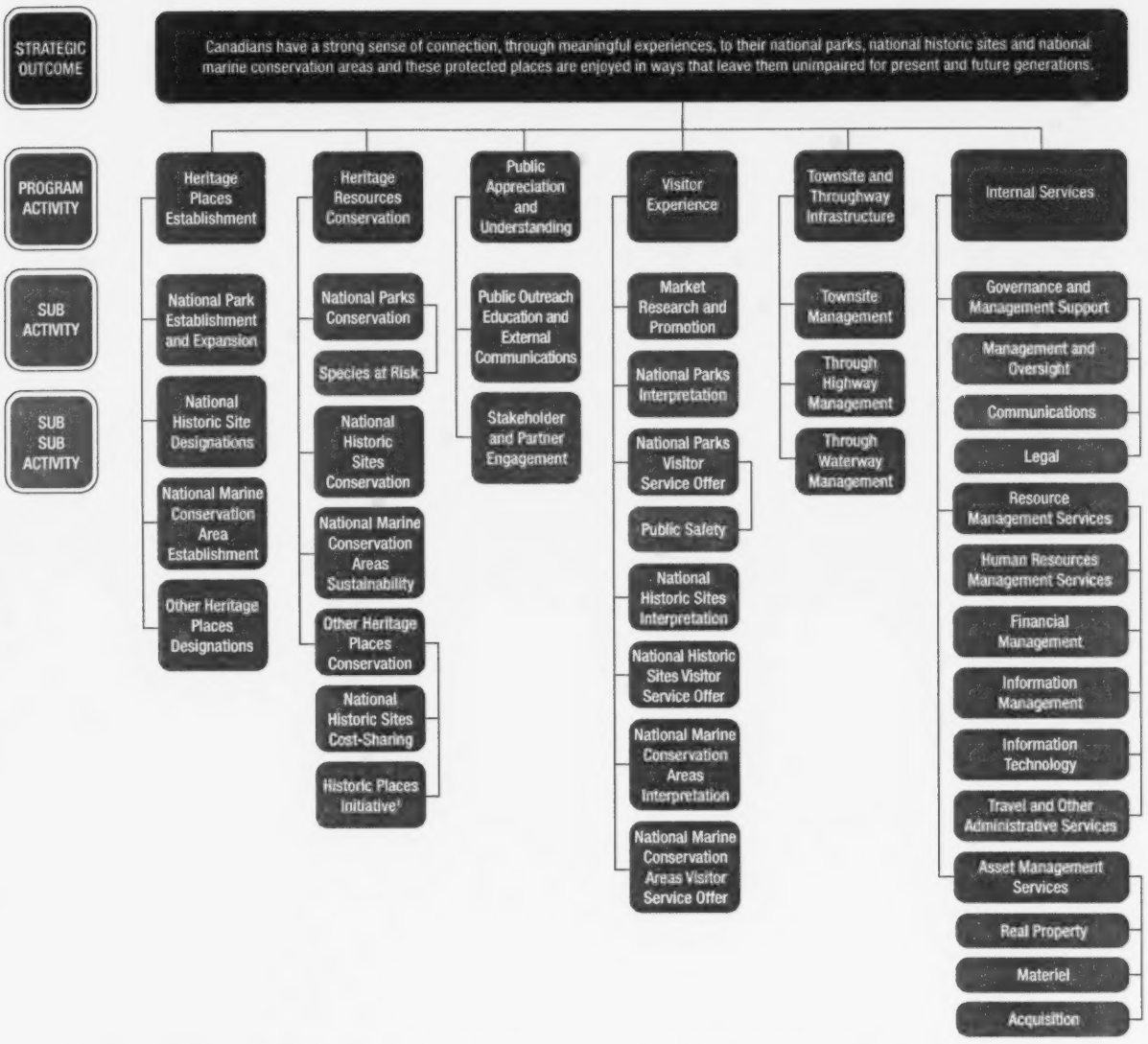
FIGURE 4: PARKS CANADA STRATEGIC OUTCOME AND PROGRAM ACTIVITY ARCHITECTURE


STRATEGIC OUTCOME
Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for present and future generations.
PROGRAM ACTIVITY
SUB ACTIVITY
SUB SUB ACTIVITY
Heritage Places Establishment
National Park Establishment and Expansion
National Historic Site Designations
National Marine Conservation Area Establishment
Other Heritage Places Designations
Heritage Resources Conservation
National Parks Conservation
Species at Risk
National Historic Sites Conservation
National Marine Conservation Areas Sustainability
Other Heritage Places Conservation
National Historic Sites Cost-Sharing
Historic Places Initiative[1]
Public Appreciation and Understanding
Public Outreach Education and External Communications
Stakeholder and Partner Engagement
Visitor Experience
Market Research and Promotion
National Parks Interpretation
National Parks Visitor Service Offer
Public Safety
National Historic Sites Interpretation
National Historic Sites Visitor Service Offer
National Marine Conservation Areas Interpretation
National Marine Conservation Areas Visitor Service Offer
Townsite and Throughway Infrastructure
Townsite Management
Through Highway Management
Through Waterway Management
Internal Services
Governance and Management Support
Management and Oversight
Communications
Legal
Resource Management Services
Human Resources Management Services
Financial Management
Information Management
Information Technology
Travel and Other Administrative Services
Asset Management Services
Real Property
Materiel
Acquisition

[1] It should be noted that the Historic Places Initiative Class Contribution Program ends as of March 31, 2010. Parks Canada will maintain the Canadian Register of Historic Places (CRHP) on an ongoing basis.

Planning Summary

Strategic Outcome: Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for present and future generations.	
Performance Indicators	**Targets**
Percentage of national parks with maintained or improved overall ecological integrity	Maintain or improve the overall ecological integrity in all national parks from March 2008 to March 2013
Overall average of commemorative integrity rating	Improve the overall average commemorative integrity rating from 6.0/10 in March 2008 to 6.6/10 in March 2013
Percentage of Canadians that report a personal connection to Parks Canada administered places	65% of Canadians report a personal connection to Parks Canada administered places by March 2014

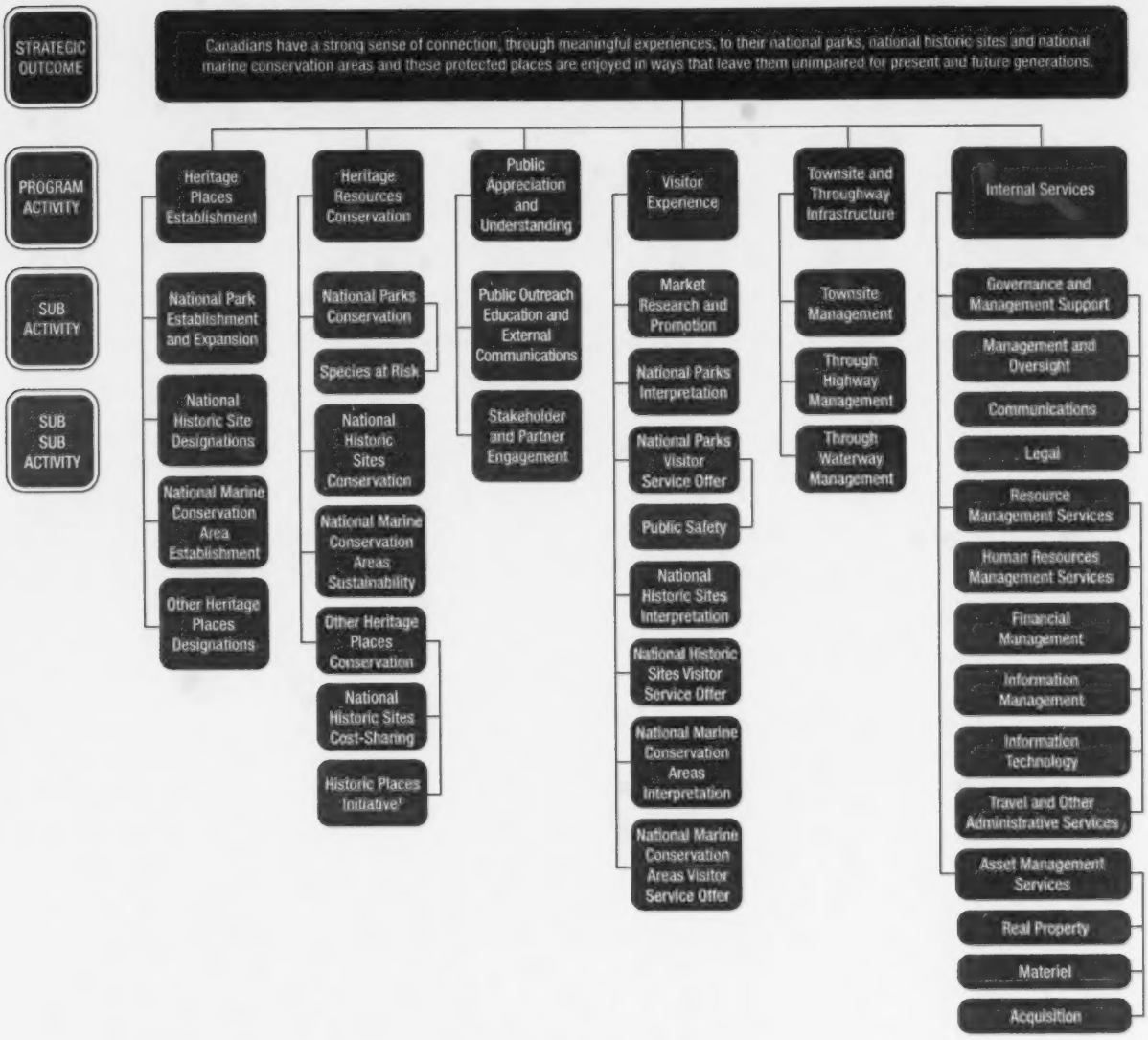
Note: National marine conservation areas are in their early development stages and their performance framework is still to be developed.

Parks Canada's level of performance in relation to the priorities and expected results outlined in this plan will be assessed using the performance rating system provided by Treasury Board. It is as follows: Exceeded (more than 100%), Met all (100%), Mostly met (80% to 99%), Somewhat met (60% to 79%) or Not met (less than 60%).

Program Activity	Planned Spending* ($000s)					Alignment to Government of Canada Outcomes
	2010–11	2011–12	2012–13	2013–14	2014–15	
Heritage Places Establishment	**24,311**	22,750	21,621	21,621	21,621	Clean and Healthy Environment Vibrant Canadian Culture and Heritage
Heritage Resources Conservation	**240,482**	199,274	195,367	195,332	195,332	Clean and Healthy Environment Vibrant Canadian Culture and Heritage
Public Appreciation and Understanding	**29,371**	28,499	26,456	26,299	25,788	Clean and Healthy Environment Vibrant Canadian Culture and Heritage
Visitor Experience	**267,901**	236,207	236,055	235,983	235,983	Clean and Healthy Environment Vibrant Canadian Culture and Heritage
Townsite and Throughway Infrastructure	**161,344**	122,762	77,746	62,746	57,746	Safe and Secure Communities
Internal Services	**81,546**	81,522	81,482	81,482	81,482	–
Total Planned Spending	**804,955**	691,014	638,727	623,463	617,952	–
Full-Time Equivalents	**4,450**	4,420	4,414	4,413	4,411	–

**Due to rounding, figures may not add up to totals shown.*

FIGURE 4: PARKS CANADA STRATEGIC OUTCOME AND PROGRAM ACTIVITY ARCHITECTURE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Planning Summary

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Performance Indicators	Targets
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**Due to rounding, figures may not add up to totals shown.*

Parks Canada Agency Funding Profile

For the 2010–11 fiscal year, Parks Canada's budget to meet the expected results of its program activities and contribute to its strategic outcome amounts to $805 million.

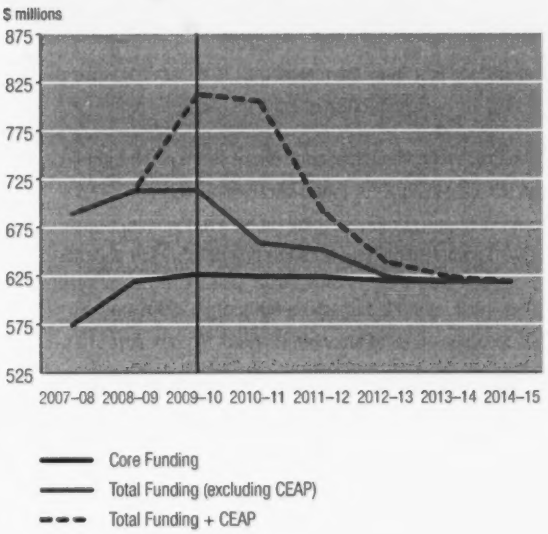
Figure 5 illustrates Parks Canada's funding level trend from 2007–08 to 2014–15. Three trends are represented: the Agency's core funding, the total funding excluding Canada's Economic Action Plan (CEAP) and the total funding including CEAP.

For the 2007–08 to 2009–10 period, the total funding includes all Parliamentary appropriation and revenue sources: Main Estimates, Supplementary Estimates, Treasury Board Central Votes and revenues from user fees and rights and privileges. It also includes carry forward adjustments. For the 2010–11 to 2014–15 period, the total funding corresponds to the planned spending and revenues. Supplementary funding and carry forward adjustments are not all known at this point and are therefore not reflected.

As shown in Figure 5, since 2008–09, Parks Canada's core funding level has stabilized.

Total funding excluding CEAP is decreasing over the next three years primarily due to the completion of the 14 kilometres of twinning of the Trans-Canada Highway between the Castle Junction Interchange and Village Lake Louise.

FIGURE 5: PARKS CANADA AGENCY FUNDING LEVEL TREND 2007–08 TO 2014–15



The significant increase in funding in years 2009–10 and 2010–11, represented by the dotted line, reflects monies received through CEAP. This includes $150 million for improvements and upgrades to national historic sites and Parks Canada's visitor facilities, $130 million to complete the twinning of the Trans-Canada Highway in Banff National Park to the British Columbia border, and approximately $25 million for the assessment and remediation of federal contaminated sites.

Figure 6 displays the allocation of Parks Canada funding by program activity. Parks Canada funding is primarily allocated to Program Activities 2 and 4 as they relate to the operations of the heritage places administered by the Agency. It should be noted that, as per Treasury Board Secretariat's directive, the funding allocated to Internal Services is now being displayed separately rather than being incorporated in program activities. Parks Canada plans to spend $81.5 million on Internal Services, which corresponds to 10 percent of its total funding.

FIGURE 6: 2010–11 ALLOCATION OF FUNDING BY PROGRAM ACTIVITY

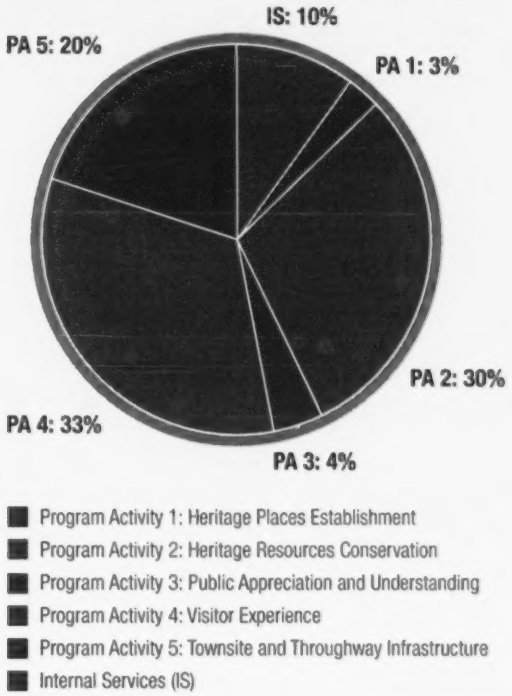

IS: 10%
PA 5: 20%
PA 1: 3%
PA 2: 30%
PA 4: 33%
PA 3: 4%
Program Activity 1: Heritage Places Establishment
Program Activity 2: Heritage Resources Conservation
Program Activity 3: Public Appreciation and Understanding
Program Activity 4: Visitor Experience
Program Activity 5: Townsite and Throughway Infrastructure
Internal Services (IS)

FIGURE 7: VOTED AND STATUTORY ITEMS (in millions of dollars)

Vote # or Statutory Item (S)	Truncated Vote or Statutory Wording	2009–10 Main Estimates	2010–11 Main Estimates
25	Program expenditures	465.2	647.2
30	Payment to the New Parks and Historic Sites Account	0.5	0.5
(S)	Expenditures equivalent to revenues resulting from the conduct of operations pursuant to section 20 of the *Parks Canada Agency Act*	111.0	111.0
(S)	Contributions to employee benefit plans	42.6	46.2
	Total	**619.3**	**805.0**

Parks Canada Agency Priorities

Operational Priorities	Type*	Description and Contribution to Strategic Outcome
Establishing National Parks and National Marine Conservation Areas	Ongoing	By the end of fiscal year 2013, Parks Canada will establish one new national park and one new national marine conservation area, and will complete feasibility assessments for five other national parks and two other national marine conservation areas. Through establishing and expanding national parks and marine conservation areas, new places are protected and conserved, additional opportunities are created for Canadians to connect with these places and Parks Canada expands its reach in facilitating meaningful experiences, public appreciation and understanding.
Advancing Ecological Integrity Results on the Ground in Canada's National Parks	Previously committed to	Parks Canada will continue to lead active management projects to improve key ecological integrity indicators in 20 national parks by March 2014. Addressing priority conservation challenges in Canada's national parks will help ensure these protected places are enjoyed in ways that leave them unimpaired for present and future generations.
Investing Strategically in Historic Assets	Previously committed to	Parks Canada will make targeted investments in the national historic sites it administers in order to improve the elements of commemorative integrity rated to be in poor condition. Improving the commemorative integrity of these sites will support the Agency's strategic outcome by ensuring that the places it manages are left unimpaired for present and future generations.
Improving Visitor Experience	Previously committed to	Targeted Parks Canada initiatives will attract 10 percent more visitors to national parks, national historic sites and national marine conservation areas by March 2015. This will be done by improving the quality of visitor experience opportunities and the desirability of the locations as travel destinations.
Increasing Canadians' Connection with Parks Canada Places	Previously committed to	The Agency will undertake activities in Montreal, Toronto and Vancouver to increase connection to Parks Canada places in these areas. Parks Canada will focus on the celebration of the 125th anniversary of the first national park and the centennial of becoming the world's first parks service for creating heightened sense of connection and pride by all Canadians in their national treasures.
National Historic Site Renewal	Previously committed to	Parks Canada will continue to develop and implement a national historic sites renewal strategy to enhance the relevance of the sites it administers. Renewal activities will include raising awareness, engaging communities and renewing on-site programming. These activities support the Agency's strategic outcome by seeking to strengthen the sense of connection that Canadians have to their national historic sites.
Canada's Economic Action Plan	New	Parks Canada has committed to deliver on the Government of Canada's Economic Action Plan (CEAP) in a timely manner and with financial probity.

Management Priorities	Type*	Description and Contribution to Strategic Outcome
Renewing the Parks Canada Workforce	Previously committed to	Parks Canada will continue its efforts to recruit and retain qualified employees in order to build a workforce more reflective of the diversity of the Canadian population.
Asset Management	Previously committed to	Parks Canada will deliver on the Government of Canada's Economic Action Plan commitments and will address the recommendations of its Asset Management Audit and Evaluation Report, including the implementation of a new real property suite that complies with the new Treasury Board policies on Investment Planning and the Management of Projects.

* Type is defined as follows: **Previously committed to**—committed to in the first or second fiscal year prior to the subject year of the plan; **Ongoing**—committed to at least three fiscal years prior to the subject year of the plan; and **new**—newly committed to in the year of the plan.

Corporate Risks and Mitigation Strategies

Parks Canada faces both challenges and risks to achieving its corporate objectives. Challenges are issues that the Agency is currently facing and addressing. Risks are potential events with which the Agency may have to contend in the future. By practising Integrated Risk Management, Parks Canada has continued to identify and mitigate its key corporate risks.

Parks Canada updated its Corporate Risk Profile (CRP) for 2010–11. The Agency's second CRP outlines its approach to Integrated Risk Management and includes discussion of the Agency's current corporate risks and their drivers, consequences and current controls. The CRP provides fulsome discussion of Parks Canada's four key corporate risks at this time and the additional mitigation measures being implemented to address these risks. The following is a summary of the CRP as it pertains to the Agency's key corporate risks and their mitigation measures.

Key Risk 1: Competitive Position

Visitation at Canada's national parks and national historic sites is variable from year to year. Over the last five years, both national parks and national historic sites have shown a negative visitation trend of similar magnitude. Parks Canada has, therefore, recognized as one of its key corporate risks that its service offer might be less competitive with other parks and cultural attractions, and/or other leisure activities. Parks Canada is mindful of its competitive position.

One of the actions being taken by Parks Canada to mitigate its Competitive Position risk is the utilization of new Visitor Experience tools by field operations. These tools include a recreational activities assessment framework, interpretive guidelines, service standards, trip planning tools, accommodation pilots and new media. Parks Canada will also mitigate this key corporate risk though proactive event and promotion planning, including celebrations to mark anniversaries such as the creation of the country's first national park and the establishment of Parks Canada as the federal custodian of these places. In addition, the National Historic Sites Renewal Initiative, which aims to enhance the relevance of national historic sites administered by the Agency, is underway.

Key Risk 2: Environmental Forces

Since the *Species at Risk Act* (SARA) was proclaimed in June 2003, the number of species listed in Schedule 1 of the Act has increased from 233 to 447. According to the World Conservation Union, invasive alien species are the second most significant threat to biodiversity after habitat loss, and exotic invasive species have been identified as a stressor for most national parks. These threats are exacerbated by other factors over which Parks Canada has no control, such as the emerging effects of climate change and habitat degradation outside of national parks. Parks Canada has, therefore, recognized as one of its key corporate risks that it may not be able to adapt effectively or quickly enough to environmental forces such as climate change, biodiversity loss, and exotic/invasive species, and this may hinder the ability of the Agency to maintain or improve overall ecological integrity in national parks.

To mitigate its Environmental Forces risk, Parks Canada will prepare focused proposals for integrated funding to improve key ecological integrity indicators for all southern national parks, and develop a streamlined process for SARA Recovery Strategies.

Key Risk 3: Information Management

The ability to effectively identify, capture, manage and report pertinent data and information is critical for Parks Canada to effectively manage all program areas and meet legal requirements. Parks Canada has, therefore, recognized this as a key corporate risk.

To mitigate its Information Management risk, Parks Canada will improve its governance, particularly through the establishment of an Enterprise Information Committee, policy renewal, and an Information Management Governance and Accountability Framework, and through the alignment of investments in information management, systems and technology with business needs. Parks Canada will also improve its capacity in information management by providing Information Management and Access to Information and Privacy (ATIP) Awareness training. Parks Canada will also collaborate with Library and Archives Canada to secure a Retention and Disposition Authority and develop a suite of tools and applications in support of information management.

Key Risk 4: Delivery and Management of Infrastructure Projects

Parks Canada received $280 million in Budget 2009, to be spent on accelerated infrastructure projects as part of the Government of Canada's Economic Action Plan. While this funding presents significant opportunities, the tight schedule within which these major projects must be delivered presents challenges. Parks Canada has, therefore, recognized that failure to deliver and/or effectively manage infrastructure projects may weaken the credibility of the Agency within government and with the Canadian public.

To mitigate its Delivery and Management of Infrastructure Projects risk, Parks Canada has put in place a robust governance framework including training, internal controls, capacity, tools and systems. A Risk Management Framework for this key corporate risk area has also been developed and communicated to senior managers and project managers, and will be used to assess and mitigate risk in all aspects of project delivery. Parks Canada will continue to use its monitoring framework that includes monthly reporting on project progress, as well as a project tracking system to track key project milestones and project risks. Internal audit reports will provide quality assurance and verification that processes, results and governance are being achieved. The Agency will foster continuous improvement through communication and follow-up on the results of audit observations through Management Letters. Canada's Economic Action Plan Web-site, and other communication initiatives, such as on-site signage, will continue to provide Canadians with information on Parks Canada projects and the ability to see their tax dollars at work, improving visitor experience facilities and cultural resources.

Section II – Analysis of Program Activities

To achieve its strategic outcome and fulfill its mandate, Parks Canada will serve Canadians in ways that meet their evolving needs and expectations. To ensure ongoing success in these activities, the Agency has embarked on a program of renewal wherein its many strengths are identified, recognized and shared, and new, future-oriented initiatives are developed and implemented.

To complement its Charter, and to guide and inspire staff and stakeholders, Parks Canada has developed the following Vision Statement:

Canada's treasured natural and historic places will be a living legacy, connecting hearts and minds to a stronger, deeper understanding of the very essence of Canada.

Parks Canada will pursue this vision and accomplish its strategic outcome by ensuring Agency activities are relevant to Canadians and thus strengthen and deepen Canadians' understanding and appreciation of their national heritage places. This will, in turn, build a strong sense of connection to these places in the hearts and minds of Canadians.

The section that follows describes Parks Canada's program activities and identifies the expected result, performance indicators and targets for each of them. This section also explains how Parks Canada plans on meeting the expected results and presents the financial and non-financial resources that will be dedicated to each program activity.

CANADA'S ECONOMIC ACTION PLAN

Information related to Parks Canada initiatives funded through Canada's Economic Action Plan can be found in this section under the following program activities:

- Heritage Resources Conservation (p. 23)
- Visitor Experience (p. 27)
- Townsite and Throughway Infrastructure (p. 29)
- Internal Services (p. 30)

PROGRAM ACTIVITY 1 –

Heritage Places Establishment

Expected Result of Program Activity: Represented regions in the systems of national parks and national marine conservation areas; the system of national historic sites represents the breadth and diversity of Canada's history.	
Performance Indicators:	**Targets:**
Number of represented terrestrial natural regions in the system of national parks	Increase the number of represented terrestrial natural regions from 28 in March 2007 to 29 of 39 by March 2013
Number of unrepresented regions with demonstrable progress in advancing through steps towards establishing national parks[1]	Make demonstrable progress towards establishing national parks in three unrepresented regions by March 2011[1]
Percentage of yearly commemorations for under-represented themes in Canada's history	33% of yearly commemorations are for under-represented themes in Canada's history
Number of represented marine regions in the system of national marine conservation areas	Increase the number of represented marine regions from 3 in October 2007 to 5 of 29 by March 2013
Number of unrepresented regions with demonstrable progress in advancing through steps towards establishing national marine conservation areas[2]	Make demonstrable progress towards establishing national marine conservation areas in two unrepresented regions by March 2011[2]

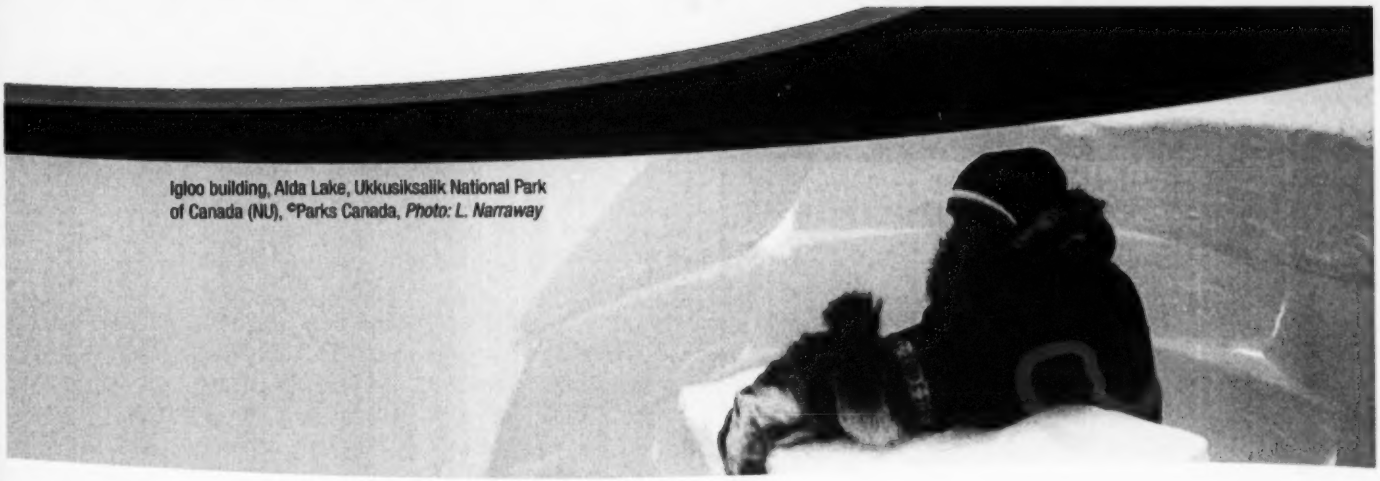
[1] Performance Indicator and Target for National Park Establishment and Expansion sub activity of Parks Canada's Program Activity Architecture (Figure 4)

[2] Performance Indicator and Target for National Marine Conservation Area Establishment sub activity of Parks Canada's Program Activity Architecture (Figure 4)

Heritage Places Establishment Program Activity Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2010–11	2011–12	2012–13	2013–14	2014–15
Planned Spending	**24,311**	22,750	21,621	21,621	21,621
FTE	**92**	92	89	89	89

PROGRAM ACTIVITY DESCRIPTION:

This program includes systems planning, completing feasibility studies, research, consulting with stakeholders and the public, negotiating with other governments and Aboriginal organizations and obtaining Ministerial approval, resulting in established national parks and national marine conservation areas and designated national historic sites of Canada and other heritage places. Canada's national parks and national marine conservation areas, as well as the persons, places and events of national historic significance to Canada, are symbols to the world and are part of the fabric of the nation. Preservation of Canada's natural and cultural heritage and making it available to Canadians for discovery and enjoyment is of key importance. Establishing heritage places is essential to enhancing pride, encouraging stewardship and giving expression to our identity as Canadians, and involving Canada in the internationally shared objective of protecting and commemorating the best of the world's natural and cultural heritage.



Igloo building, Alda Lake, Ukkusiksalik National Park of Canada (NU), ©Parks Canada, *Photo: L. Narraway*

PLANNING HIGHLIGHTS:

To achieve the expected result, Parks Canada plans to undertake the following activities:

- Establish one new national park; complete feasibility assessments for five other potential national parks and one proposed expansion (identified in Figure 1).
- Establish one new national marine conservation area; complete feasibility assessments for two other potential national marine conservation areas (identified in Figure 3).
- Bring three operating national parks (Ukkusiksalik, Gulf Islands, Wapusk) under the protection of the *Canada National Parks Act.*
- Continue to support the Historic Sites and Monuments Board of Canada and the Minister in the designation and commemoration of places, persons and events of national historic significance that represent the breadth and diversity of Canadian history. Over the next five years, an average of 36 commemorations of places, persons and events of national historic significance will be carried out annually.
- The Agency will implement the *Heritage Lighthouse Protection Act*, which comes into force in May 2010.
- In collaboration with other federal departments and agencies, Parks Canada will continue to evaluate federally owned buildings and make recommendations to the Minister for the designation of buildings that are determined to be of heritage value as Federal Heritage Buildings.

BENEFITS FOR CANADIANS:

Creating new national parks and national marine conservation areas, and expanding existing national parks, protects portions of Canada's distinct landscapes and seascapes and their associated ecosystems. The designation of new places, persons and events of national historic significance builds on our system of national commemorations that reflects the breadth and diversity of Canadian history. These newly established heritage places contribute to regional economic development and the well-being of communities, and lead to new opportunities for visitor experience, education and long-term meaningful involvement in the place's planning and management. They are the means to pass onto future generations the living legacy that we have inherited from generations past. The establishment of these special places is essential to ensuring their ongoing protection.

PROGRAM ACTIVITY 2 –

Heritage Resources Conservation

Expected Result of Program Activity: Management actions result in improvements to ecological integrity indicators in national parks, and the state of cultural resources in national historic sites is improved.	
Performance Indicators:	**Targets:**
Number of national parks with at least one improved ecological integrity indicator	20 national parks improve 1 ecological integrity indicator from March 2008 to March 2014
Percentage of the condition of cultural resources and management practices elements of commemorative integrity rated as poor are improved	70% of the condition of cultural resources and management practices elements of commemorative integrity rated as poor are improved within five years

Heritage Resources Conservation Program Activity Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2010–11	2011–12	2012–13	2013–14	2014–15
Planned Spending	**240,482**	199,274	195,367	195,332	195,332
FTE	**1,283**	1,272	1,272	1,272	1,272

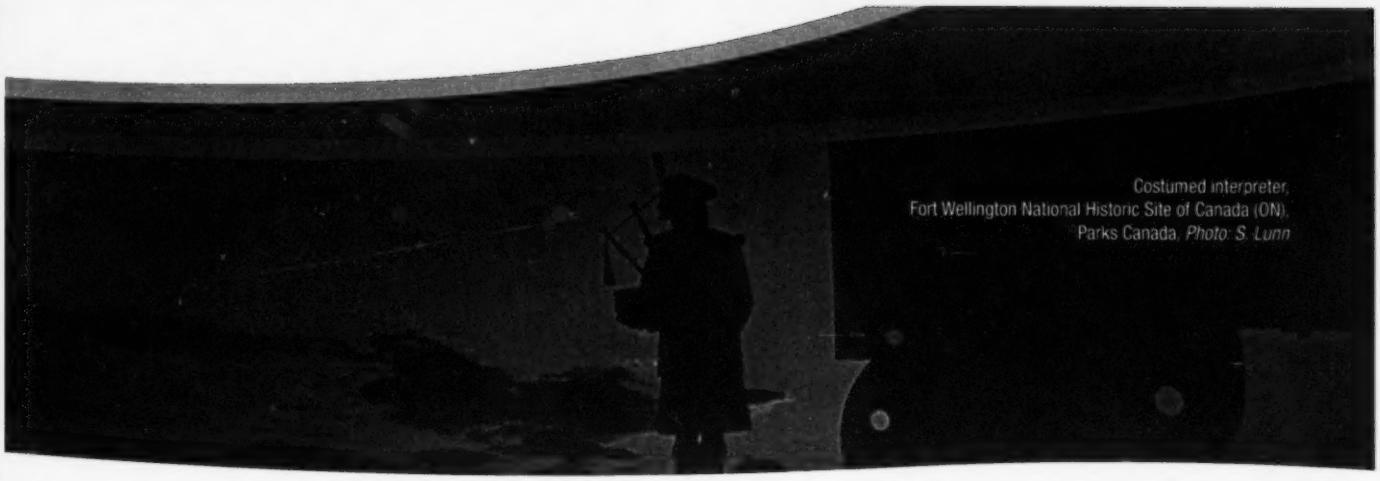
PROGRAM ACTIVITY DESCRIPTION:

This program includes maintenance or restoration of ecological integrity in national parks through protection of natural resources and natural processes; ensuring the commemorative integrity of national historic sites managed by Parks Canada and influencing the commemorative integrity of those managed or owned by third parties; the protection and management of cultural resources under the administration of Parks Canada; and the sustainable use of national marine conservation areas including protection of unique marine ecosystems. This program also includes fulfilling legal responsibilities assigned to Parks Canada by the *Species at Risk Act* and the *Canadian Environmental Assessment Act*. The protection of Canada's most special natural and cultural resources ensures that current and future generations will enjoy a system of protected heritage places.

PLANNING HIGHLIGHTS:

To achieve the expected result, Parks Canada plans to undertake the following activities:

- Through active management and restoration initiatives, the Agency will continue to address conservation challenges and demonstrate improvements in key indicators of ecological integrity in 20 of Canada's national parks. The focus of our actions is on priority management issues identified in park management plans. Changes in ecological integrity conditions and trends will be reported in state of park reports.
- Complete the development and implementation of a nationally consistent ecological integrity monitoring and reporting system in all national parks.



Costumed interpreter, Fort Wellington National Historic Site of Canada (ON), Parks Canada. *Photo: S. Lunn*

- With funding in the amount of $28.2 million provided under the Federal Contaminated Sites Action Plan, Parks Canada will complete 77 site assessments and 65 remediation/ risk management projects by 2010–11.
- Continue to lead the development of national recovery strategies for species at risk that are found primarily on Parks Canada administered lands and waters in accordance with legislative requirements.
- Develop a national zoning framework for the national marine conservation areas program.
- Work towards maintaining or improving the commemorative integrity of the national historic sites the Agency administers, with particular attention to improving the condition of built cultural resources. Strategies to demonstrate improvements in elements of commemorative integrity rated as poor will be devised and implemented, supported by funding provided in Budget 2009 through Canada's Economic Action Plan. Examples of projects to be carried out in 2010–11 include:
  - » recapitalization and re-roofing of buildings at Grosse Île and the Irish Memorial National Historic Site of Canada in Quebec;
  - » work at Fort George National Historic Site of Canada in Ontario to repair the Officer's Quarters and other buildings, stabilize the palisades as well as enhance the visitor experience, particularly in the context of the upcoming War of 1812 Bicentennial celebrations; and
  - » ongoing work to repair rotting components as well as the bow and foundation of Dredge #4 National Historic Site of Canada in the Yukon.
- Parks Canada will effectively and efficiently administer the National Historic Sites of Canada Cost-Sharing Program in order to support the protection of national historic sites not owned by the Agency. Over the next five years, the program will provide $20 million in funding for not-for-profit organizations to carry out conservation and presentation projects at their national historic sites. This amount includes $8 million received from Budget 2009 through Canada's Economic Action Plan.
- Support the conservation of historic places not administered by Parks Canada through continued collaboration with provincial and territorial governments to provide Canadians with conservation tools such as the Canadian Register of Historic Places and the second edition of the *Standards and Guidelines for the Conservation of Historic Places in Canada* which will be published in the fall of 2010.

BENEFITS FOR CANADIANS:

The conservation of national parks, national historic sites and national marine conservation areas helps to ensure that important natural and cultural resources are protected for the environmental, social and economic benefit of Canadians. Conservation of national historic sites and other historic places connect Canadians to their past and are tangible manifestations of the breadth and diversity of Canadian history. They also play important contemporary roles in their communities as places of gathering, business, entertainment, tourism and social unity. Together, Parks Canada's national parks, national historic sites and national marine conservation areas provide meaningful opportunities for Canadians to appreciate and personally connect with nationally significant places and stories and to engage directly in the management of Canada's national treasures.

PROGRAM ACTIVITY 3 –

Public Appreciation and Understanding

Expected Result of Program Activity: Canadians appreciate the significance of heritage places administered by Parks Canada and support their protection and presentation.	
Performance Indicators:	**Targets:**
Percentage of Canadians that appreciate the significance of heritage places administered by Parks Canada	60% of Canadians appreciate the significance of heritage places administered by Parks Canada by March 2014
Percentage of Canadians that support the protection and presentation of places administered by Parks Canada	80% of Canadians support the protection and presentation of places administered by Parks Canada by March 2014

Public Appreciation and Understanding Program Activity Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2010–11	2011–12	2012–13	2013–14	2014–15
Planned Spending	**29,371**	28,499	26,456	26,299	25,788
FTE	**293**	293	292	292	290

PROGRAM ACTIVITY DESCRIPTION:

This program activity aims to increase Canadians' understanding, appreciation, support and engagement with respect to the natural and historical heritage of Parks Canada administered places. This is accomplished by reaching Canadians at home, at leisure, at school and in their communities through relevant and effective communication and public outreach education initiatives as well as by engaging many stakeholders and partners in the development and implementation of the Agency's future direction.

PLANNING HIGHLIGHTS:

To achieve the expected result, Parks Canada plans to undertake the following activities:

- Through focused investment and strategies designed to build connections with targeted audiences and networks in the metropolitan areas of Toronto, Montreal, and Vancouver, urban Canadians will be more aware, understand and appreciate Parks Canada's heritage places.

Mingan Archipelago National Park Reserve of Canada (QC), Parks Canada, *Photo: J.Pleau*

- Through the celebration of the 125th anniversary of the establishment of Banff National Park of Canada, and through the centennial of becoming the world's first National Parks Service, Parks Canada will launch a series of activities to increase the relevance of Parks Canada to Canadians. In doing so, it will also provide opportunities for stakeholders and partners to build deeper relationships with Parks Canada.
- To engage Canadians through mass media, Parks Canada will build on its strategic communications approach, focused on proactive media relations targeting travel, science, history and cultural publishers and audiences. Canadians will have increased access to information relevant to them through renewal of the Parks Canada website and strategic investments in new media.
- Canadians will have increased opportunities to be involved with Parks Canada in activities they consider meaningful and relevant through volunteer experiences, stakeholder consultations and partnering opportunities.
- Parks Canada will develop a framework to engage Aboriginal peoples in the planning and management of heritage places it administers. As part of this framework, Parks Canada will establish Aboriginal advisory relationships in various locations across the organization, guided by the unique legal and cultural contexts of the different Aboriginal groups, by 2013.

BENEFITS FOR CANADIANS:

To foster a sense of connection to Canada's places of natural and cultural heritage, it is important that Canadians have opportunities to understand, appreciate and support Parks Canada heritage places. In turn, Canadians will increasingly take pride in these places, knowing that they have an opportunity to influence decisions and actions undertaken on their behalf.

PROGRAM ACTIVITY 4 –

Visitor Experience

Expected Result of Program Activity: Visitors at surveyed locations feel a sense of personal connection to the places visited.	
Performance Indicators:	**Targets:**
Percentage of visitors that consider the place is meaningful to them	On average, 85% of visitors at surveyed locations consider the place meaningful
Percentage of visitors that are satisfied, and percentage that are very satisfied, with their visit	On average, 90% of visitors at surveyed locations are satisfied, and, on average, 50% at surveyed locations are very satisfied, with their visit

Visitor Experience Program Activity Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2010–11	2011–12	2012–13	2013–14	2014–15
Planned Spending	**267,901**	236,207	236,055	235,983	235,983
FTE	**1,962**	1,951	1,951	1,951	1,951

PROGRAM ACTIVITY DESCRIPTION:

This program supports the opportunities provided for the approximately 22 million person visits that are made annually to Canada's national parks, national historic sites and national marine conservation areas by Canadians and international visitors. The visitor experience is the sum total of visitors' personal interaction with the protected heritage place that helps them create meaning and establish connection with the place. The experience begins with awareness of the site followed by planning the visit, travelling to and welcoming and orientation upon arrival. During the visitor's time on site, it includes participation in recreational and interpretive activities and the use of accommodation, trails, facilities, services and supporting infrastructure. This is followed by departure and the post-visit relationship. Investments in the different stages of the visitor experience cycle facilitate opportunities for enjoyment and learning, leading to a sense of personal connection and the continued relevance of Canada's protected heritage places for Canadians.

PLANNING HIGHLIGHTS:

To achieve the expected result, Parks Canada plans to undertake the following activities:

- Parks Canada will focus its efforts towards attracting urban Canadians and increasing their participation in the visitor experience opportunities that are available at their national parks, national historic sites and national marine conservation areas.

Costumed interpreter, Fortress of Louisbourg National Historic Site of Canada (NS), ©Parks Canada, *Photo: C. Reardon*

- Parks Canada will continue to ensure the satisfaction of visitors through the provision of Quality Visitor Experience training to its employees. The implementation of Parks Canada's quality service standards will be monitored to ensure consistency and continued service improvement.
- A 10 percent visitation increase will be realized by March 2015, as Canadians and international travelers are made increasingly aware of the available visitor experience opportunities at Parks Canada's heritage places through a clear brand identity, collaborative promotional programs with industry partners and focused communications to target markets.
- Visitor expectations, desires and needs will be met through continued improvement to existing and creation of new visitor experience opportunities. These opportunities will be reviewed, developed and created by applying Parks Canada's mandated requirement to deliver meaningful experiences in connection with market based approaches.
- In collaboration with a broad range of partners, an increased number of new and repeat visits will be generated through improved and diversified accommodation offers, recreational activities, and an expanded number of interpretive products.
- Budget 2009, through Canada's Economic Action Plan, provided $75 million over two years for improvements and enhancements to Parks Canada's visitor facilities, such as visitor centres and campgrounds.
- Parks Canada will promote authentic Aboriginal cultural experiences for visitors and foster economic and tourism opportunities in its heritage places.

BENEFITS FOR CANADIANS:

National parks, national historic sites and national marine conservation areas provide Canadians with visitor experience opportunities for enjoyment and learning. Parks Canada also encourages Aboriginal peoples to reconnect with their historically used lands through activities that enhance their cultural presence. This, in turn, leads to a sense of personal connection and the continued relevance of Canada's protected heritage places to Canadians.

PROGRAM ACTIVITY 5 –

Townsite and Throughway Infrastructure

Expected Result of Program Activity: Condition of contemporary infrastructure for townsites and waterways is maintained or improved, and through highways are open to traffic.	
Performance Indicators:	**Targets:**
Percentage of townsite and waterway contemporary assets that are maintained	The condition of 75% of townsite and waterway contemporary assets is maintained by March 2013
Percentage of townsite and waterway contemporary assets rated as poor or fair that are improved	The condition of 25% of townsite and waterway contemporary assets rated as poor or fair is improved by March 2013
Number of days of closure of through highways due to asset condition	Zero (0) days of closure of through highways due to asset condition

Townsite and Throughway Infrastructure Program Activity Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2010–11	2011–12	2012–13	2013–14	2014–15
Planned Spending	**161,344**	122,762	77,746	62,746	57,746
FTE	**333**	325	323	322	322

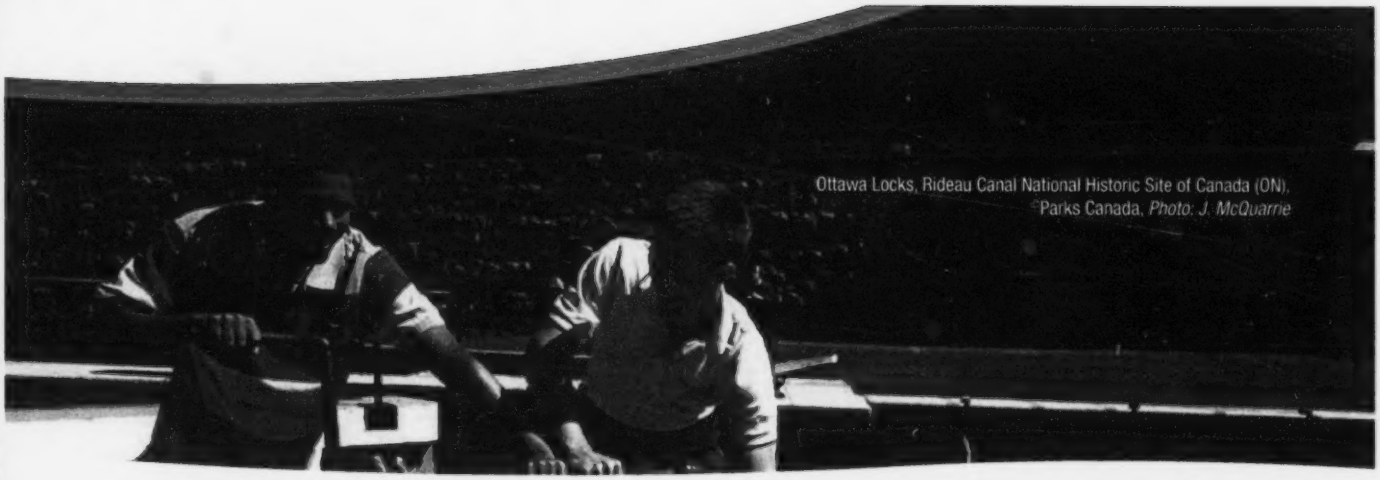
PROGRAM ACTIVITY DESCRIPTION:

This program involves managing, operating and providing municipal services to five townsite communities within Canada's national parks. These are Field in Yoho National Park of Canada, British Columbia; Lake Louise in Banff National Park of Canada, Alberta; Wasagaming in Riding Mountain National Park of Canada, Manitoba; Waskesiu in Prince Albert National Park of Canada, Saskatchewan; and Waterton in Waterton Lakes National Park of Canada, Alberta. Two other townsites, Banff and Jasper, are self-governed since 1990 and 2002, respectively. Parks Canada retains authority for community plans and by-laws in Banff, and for community plans, land-use planning and development in Jasper. This program also involves the operation of provincial and inter-provincial highways and waterways that connect communities and pass through national parks and national historic sites.

PLANNING HIGHLIGHTS:

To achieve the expected result, Parks Canada plans to undertake the following activities:

- Parks Canada will continue to demonstrate environmental stewardship by minimizing the impact of townsite operations as well as meeting townsite targets for limits to growth and sewage effluent quality.



Ottawa Locks, Rideau Canal National Historic Site of Canada (ON), Parks Canada, *Photo: J. McQuarrie*

- As a result of funding obtained through Canada's Economic Action Plan, Parks Canada will continue to make substantial investments to upgrade other townsite infrastructure to address levels of service and safety requirements.
- Parks Canada will maintain the condition of through highways so that they remain open to through traffic. Substantial infrastructure investments will be made.
- Parks Canada is responsible for portions of the Trans-Canada Highway located within national parks. Work is underway on twinning segments of the highway (partially funded through Canada's Economic Action Plan) located within Banff National Park of Canada to the British Columbia border in order to increase passenger safety and ease traffic flows.
- Parks Canada is investing $125.8 million to improve the condition of Parks Canada administered waterway assets.

BENEFITS FOR CANADIANS:

Five of Canada's national parks provide a haven for vibrant townsite communities, to which Parks Canada provides a variety of municipal or other services. The Agency also manages and maintains the provincial and inter-provincial highways and waterways that connect communities and pass through national parks and national historic sites. The investments will facilitate opportunities for Canadians and foreign visitors alike to enjoy these treasured natural and historic places.

Internal Services

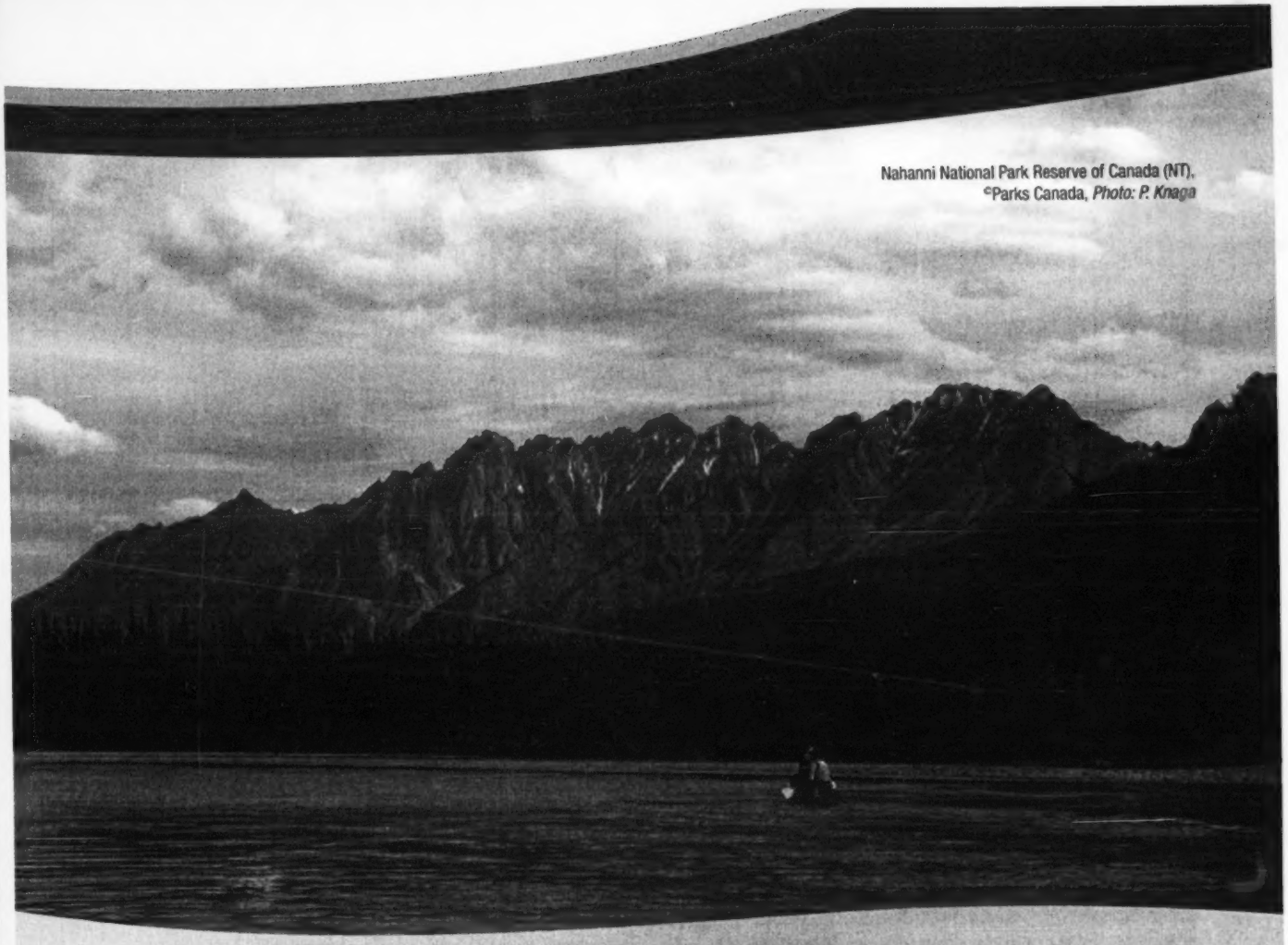
Internal Services Planned Spending ($ Thousands) and Full Time Equivalents (FTE)					
	2010–11	2011–12	2012–13	2013–14	2014–15
Planned Spending	**81,546**	81,522	81,482	81,482	81,482
FTE	**487**	487	487	487	487

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services (i.e., Investment Planning, Project Management, Risk Management, Planning and Reporting, Internal Audit and Evaluation); Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

PLANNING HIGHLIGHTS:

With regard to its Internal Services, Parks Canada plans to undertake the following activities:

- In accordance with Treasury Board's management agenda, Parks Canada will make progress in implementing over the next two years, the new financial policy direction over four disciplines: financial management governance; internal control; financial resource management, information and reporting; and financial systems.
- Parks Canada is continuing to increase its capacity in order to make progress in meeting the policy requirement by March 2013 to evaluate 100 percent of direct program spending over five years.
- Over the next five years, the Agency will internalize the Parks Canada Agency Vision into its operations and programs.
- In order to ensure an effective delivery of its mandate on behalf of all Canadians, Parks Canada will continue to position itself as an employer of choice by fostering a workplace that: is representative of Canadian diversity; promotes a culture of competence; supports employees to advance their careers through learning and other developmental opportunities; and, is managed in a way that respects employer legislated and contractual obligations.
- The Agency will address the recommendations of its Asset Management Audit and Evaluation Report and complete the implementation of a new real property suite that complies with the new Treasury Board Policy on Investment Planning and the Management of Projects.



Nahanni National Park Reserve of Canada (NT),
©Parks Canada, *Photo: P. Knaga*

Minister's Round Table Response

Context

The Minister responsible for Parks Canada is required by the *Parks Canada Agency Act* to convene a round table of persons interested in matters for which the Agency is responsible once every two years. This round table is a primary mechanism for the Minister Responsible for Parks Canada to receive input from Canadians on the recent performance of the Agency and its future direction. The Minister is required to respond to recommendations made at the round table within 180 days.

The most recent Minister's Round Table (MRT) on Parks Canada was held on November 20, 2009 in Toronto, Ontario. Thirty-seven stakeholders were in attendance at MRT 2009 representing the broad spectrum of Canadian society. The Honourable Jim Prentice, Minister of the Environment and Minister Responsible for Parks Canada, chaired the Round Table, and Parks Canada was represented by the Chief Executive Officer, Mr. Alan Latourelle, and other Agency officials.

THEMES

MRT 2009 was focused around the discussion of two primary themes:

Theme 1: Inspiring all Canadians to connect with nature and history.

Theme 2: Mobilizing Canadians to support the conservation of our national treasures.

Recommendations

The discussion on both questions highlighted three areas of action: *Marketing, Partnering,* and *Volunteerism*:

Marketing: Parks Canada needs to emphasize marketing as a discipline integral to its operations. The marketing of Parks Canada and its system of heritage places needs to position Parks Canada as a passionate organization with an important mission – the protection and presentation of our shared national heritage. Furthermore, marketing efforts need to focus on building a sense of personal relevance to and connection with Canadians. Parks Canada has to engage all Canadians, especially youth, where they are, thus taking meaningful heritage experiences to the large urban centres.

Partnering: Parks Canada cannot carry the torch of Canada's heritage alone. The Agency needs to build new relationships with nature-oriented and cultural organizations in the non-profit sector, other levels of government, and private enterprises to advance the cause of protecting Canada's heritage. Furthermore, Aboriginal communities and organizations were identified as often being ideally situated for collaborations to attain common goals.

Volunteerism: Parks Canada's potential for engaging volunteers is immense. Youth and retirees, particularly in urban settings, are both seen as demographic groups with the potential to be sources of volunteers. Building a sense of ownership would be a first priority in order to motivate people to become stewards of the system.

Response to Canadians

Given the input received from Canadians through the 2009 Minister's Round Table, the following is the response from the Honourable Minister Jim Prentice:

The future of Parks Canada lies in being relevant and connected to Canadians, and the Agency needs

- *To capture the attention of young people*
- *To connect with new Canadians and inspire all Canadians to seek out their own Canadian experience and identities*

Parks Canada can leverage greater action through partnerships and volunteers; there cannot be excellence in public policy without interaction and input from the public.

The Parks Canada priorities and program activities planning highlights, identified in Section II of this document, reflect the recommendations. Below are some of the highlights that illustrate the actions that Parks Canada will undertake to increase Canadians' connection with heritage places administered by Parks Canada:

Marketing

» Engaging Canadians through mass media, Parks Canada will build on its strategic communications approach, focused on proactive media relations targeting travel, science, history and cultural publishers and audiences.

» Canadians will be made increasingly aware of Parks Canada's heritage places through a clear brand identity, collaborative promotional programs with industry partners and focused communications to target markets, such as youth, especially in the metropolitan areas of Montreal, Toronto and Vancouver.

Partnering

» Through the celebration of the 125th anniversary of the establishment of Canada's first national park, and through the centennial of becoming the world's first National Parks Service, Parks Canada will launch a series of activities to increase the relevance of Parks Canada to Canadians. In doing so, it will also provide opportunities for stakeholders and partners to build deeper relationships with Parks Canada.

» Parks Canada will continue to work with a broad range of partners in support of the establishment of new protected heritage places.

» Parks Canada will support the conservation of historic places that it does not administer through continued collaboration with provincial and territorial governments.

» Parks Canada will build upon the successes of existing collaborations and pursue new partnering opportunities to support efforts to recover endangered and threatened species and the conservation of ecosystems.

» Canadians will have increased opportunities to be involved with Parks Canada in activities they consider meaningful and relevant through stakeholder consultations and partnering opportunities.

» In collaboration with a broad range of partners, an increased number of new and repeat visits will be generated through improved and diversified accommodation offers, recreational activities, and an expanded number of interpretive products.

» Parks Canada will work with Aboriginal peoples to further engage them in the planning and management of heritage places that the Agency administers.

Volunteerism

» Canadians will have increased opportunities to be involved with Parks Canada in activities they consider meaningful and relevant through volunteer experiences.

» Parks Canada will expand the breadth of opportunities for community involvement and volunteering in support of local conservation initiatives in national parks, national marine conservation areas and national historic sites, including ecological monitoring initiatives and the development of an enhanced citizen science program.

Section III – Links to Additional Information

The following information can be found on the Treasury Board Secretariat's website at http://www.tbs-sct.gc.ca/rpp/2010-2011/info/info-eng.asp.

- Details on Transfer Payment Programs
- Planned Internal Audits
- Planned Evaluations
- Sources of Respendable Revenue
- Summary of Capital Spending by Program Activity
- User Fees

The following information can be found in the Library section of the Parks Canada website at http://www.pc.gc.ca.

- Update to Parks Canada Long Term Capital Plan
- New Parks and Historic Sites Account – Source and Use of Funds